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South Carolina
Department of Agriculture

CPM 2005 Project
Develop and Improve
the Agency's
Employee Performance Management System
and Position Description Process

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I. The Problem

The South Carolina Department of Agriculture (SCDA) has not been performing reviews for its employees. In some cases, employees have not had a review in seven or eight years.

As a Constitutional Officer, elected to office in January of 2003, Commissioner Sharpe recognized the importance of feedback regarding employee performance and made a commitment to the review process. Since that initial commitment however, the agency charged with overseeing the second largest industry, sustained dramatic budget cuts that left the agency at funding levels that date back to 1985. The agency also had substantial record keeping issues and errors in human resources and payroll, a 25% vacancy rate, and reorganization of the agency. While the review process was a priority, the critical issues and problems mentioned quickly became a higher priority. Great strides were completed and the review process naturally emerged as a renewed priority and an important goal.

Even during the time period when reviews were put on hold, the agency maintained an open line of communication regarding employee performance. Staff was recognized for outstanding performance and poor performance was addressed when necessary. The agency culture continuously sought to enhance operations and effectiveness for its employees and customers. Staff contributed ideas and worked together to improve the workplace and the processes within the agency.

When first addressing the project, several issues or problems were discovered that could have contributed to non completion of past reviews. One of the most important issues in achieving success was realizing a process/methodology was never established to implement and complete the review process. An agency might normally update a few positions or address a specific division. Instead, **all** of the agency's Position Descriptions (PD's) required review, thus making the task that much more challenging.

Sub problems included;

1. Determining if the universal review date was a problem. The agency moved to a December 1 universal review date. However this in no way expedited the completion of reviews. Additionally, senior staff was not included in the decision when the December 1 universal review date was selected.
2. Determining if training was or is an issue. Staff has not received training or guidelines in completing PD's, Employee Personnel Management System (EPMS) forms, or completing reviews. Lack of training could be contributing to inconsistent reviews as well as non completion of reviews.
3. Determining if there is a better way to complete the reviews. The review process will include looking at two things 1) the EPMS and PD forms separate or combined and 2) the possibility of automating the current system.

4. Determining how the process will be implemented once a system or forms have been chosen. With budget cuts, most employees have assumed additional duties making PD's on file inaccurate. Furthermore, most of the old PD's are in hard copy format and the revised PD's will need to be captured electronically. The sheer volume of the project will require a timeline and schedule to ensure completion.

II. Data Collection

Agency Background

Since Commissioner Sharpe took office at the beginning of the 2003 calendar year, a new mission statement (Appendix A) was developed as well as a new strategic plan (Appendix B). The new mission statement, and strategic plan were all to be implemented despite shrinking dollars and staff.

The agency had a vacancy rate of 25% however in October 2004; the agency lost 26 vacant Full Time Equivalent positions (FTE) due to Proviso 63.17. The loss of 26 FTE's changed the agency's vacancy rate to 13%. The SCDA also has a potential 31% turnover rate due to employees scheduled to TERI or eligible to retire. Planning efforts include identifying key positions within the agency, cross training, and sharing of best practices to assist with the transition. Reorganization and cross training while beneficial however only compounded the already out of date PD's.

The project outlined is a part of the SCDA strategic plan. The strategic plan outlines four key priorities. Priority #4 addresses agency operations and workforce. Within the agency and workforce priority, goal 4.4 addresses "evaluating employee performance and providing materials and technological needs to be successful".

Data collected to complete Goal 4.4, included the following:

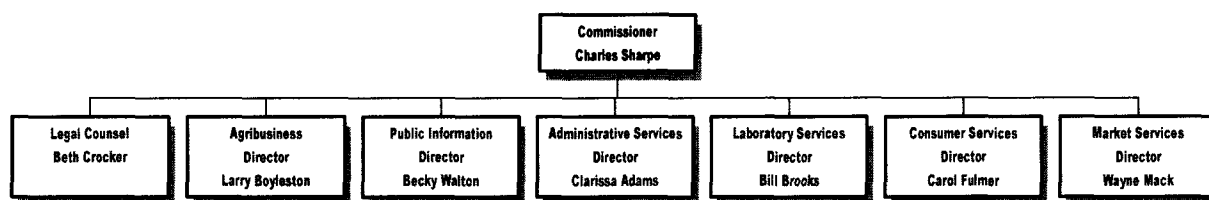
- ***Review the SCDA Employee Performance Management System Policy***

The SCDA did have an approved Employee Performance Management System (EPMS) policy but changes in legislation required revision in July 2004. The required change provided the SCDA with an opportunity to review the old policy for improvement, as well as the forms used in completing PD's and EPMS's.

- ***Survey senior staff***

Input from senior staff was critical to determine potential problems and roadblocks that could impede the process. A unique factor for the SCDA is the agency's small size (approximately 130 employees). The relatively flat organization has seven senior staff.

S. C. Department of Agriculture Organizational Chart



The size of the agency proved to be an advantage and made collection of information much easier, efficient, and effective. Much of the input was gathered at senior staff meetings and one on one interviews.

Items discussed included

- commitment from management to complete effective PD's and EPMS's
 - new format of existing forms
 - technology issues when completing the forms
 - training needs in completing PD's and EPMS's
 - functionality of combining PD and EPMS for the SCDA
 - impact of the universal review date regarding budgets
 - functionality of a universal review date for the SCDA
 - appropriateness of the December 1 universal review date
 - time commitment from management to complete the reviews
 - the number of EPMS's to be completed and reviewed by each supervisor
- *Survey other state agencies with combined forms and research software that automates and tracks forms*

After conferring with the Office of Human Resources, it was determined there are relatively few agencies who have combined the EPMS and PD forms. Agencies with combined forms included Department of Health and Environmental Control (DHEC), Department of Transportation (DOT), Parks Recreation and Tourism (PRT), Department of Commerce, and Higher Education. Various agencies were contacted to determine the format of their combined form and if the agency had software designed to generate and track the forms.

- ***Develop a potential timeline***

Estimating a timeline involved determining the work load or number of PD's and EPMS's each supervisor would have to develop, review, and/or complete. The workload of the project for the short staffed Human Resource department was also a factor in the timeline. The project would be completed while still managing to complete daily and on going work requirements in human resources. For data collection, the potential timeline included working with the established December 1 universal review date. With the December 1 review date, short term reviews (a planning stage less than one year) might be necessary as PD's and EPMS's are completed.

Methods for completing the PD's and EPMS were also reviewed;

- Start in alphabetical order?
- Like or common PD's?
- PD's by departments?

III. Data Analysis

SCDA Employee Performance Management System Policy

A bill was signed by Governor Sanford amending Section 41-1-110 regarding the at-will nature of employment relationships in South Carolina. The change in legislation required a specific disclaimer and instructions as to how the disclaimer is displayed on documents. In order to comply with the change, the SCDA revised its' policies to include the EPMS policy (Appendix C). The goal for most state agencies for revision, approval, implementation, and distribution was on or soon after July 1, 2004.

A significant item that would have been addressed in the new policy was changing the already established December 1 universal review date. The universal review date could have been changed during the policy revision stage and prior to the approval stage however changes in office preempted altering the date. Commissioner Sharpe, anticipating a leave from office for an unknown period of time, made a decision to leave the universal date unchanged.

Information from senior staff surveys

Senior staff recognized the value of PD's, EPMS's, and reviews. Together, they collectively made a commitment to the task at hand. Senior staff agreed the goal of employee performance reviews should be to provide recognition to employees for their work efforts and that reviews provide an environment that promote performance and employee satisfaction. Furthermore, they recognized the importance of including

effective success criteria when completing EPMS's, as well as having PD's that accurately reflect duties.

After analyzing the old PD's, it was determined most of the PD's in the agency were inaccurate due to changes in duties. The old PD's were on outdated forms, and were not completed in an electronic format. Many of the supervisors expressed concerns regarding staff's ability to complete their own PD's. Primary concerns were due to the fact that there were so many changes in duties for staff and because of the new form. Additionally, approximately one third of staff does not have access to a computer further adding to the process.

Combining the PD and EPMS versus using separate forms was not a high priority for senior management. The indifference however did not mean form combination would not be addressed. Most recognized combining forms might be more efficient, save paper, and eliminate confusion. However, combining forms was not critical in meeting the supervisor's needs. On the other hand, if combining the form could streamline the process and assist Human Resources, there was essentially no resistance to the change.

When reviewing old PD's, it was determined that training and guidelines for both the PD's and EPMS's were essential. PD's had 12 to 15 duties and many had 1 to 2 % on duties. PD's were verbose and often had performance characteristics or behavior issues as opposed to clear and concise description of duties.

The existing universal review date was reviewed and received much discussion. Very little information was available as to why the December 1 universal review date was originally determined. It is believed the budget might have been the sole reason for selecting the December 1 universal review date.

Some supervisors expressed difficulty with the December 1 universal review date, but could follow that date if necessary. Many expressed a desire in going back to each employee's original review date to spread out the reviews, especially since so many of the PD's are out of date. If the SCDA followed the universal review date, other possible universal dates discussed included July 1 to coincide with the fiscal year, or January 1 to coincide with the calendar year.

A key and final factor when discussing reviews was the time commitment required. The number of reviews, evaluations, and forms each supervisor would be responsible for was an important issue in accomplishing the task. The number of EPMS's to be completed and reviewed by each supervisor was collected and reviewed (Appendix D and E).

Information from other state agencies with combined forms and software that automates and tracks forms

Various agencies were contacted to determine the format of their combined form. After evaluating the combined EPMS and PD forms, it was determined there were indeed benefits in combining the two forms. Most combined forms (Appendix F) while lengthy,

included links to the mission statement as well as training objectives. Several of the agencies with combined forms also had software designed to generate and track the forms. Three agencies; PRT, DOT, and Commerce generously offered the database free to the SCDA. While the software would require modest modification, it could certainly be useful to the SCDA.

Developing a potential timeline

The managers having the largest number of EPMS's to draft proved to be the most vital part of developing a timeline. Time for the Human Resources department to lead the project was also a major issue.

Several methods to begin the process were tested and explored when completing new EPMS's and PD's. Performing reviews in alphabetical order for staff while logical, involved varied PD's and effected many supervisors. Common or "like" PD's within the various departments quickly proved to be the most logical and effective process for the SCDA.

IV. Implementation Plan:

SCDA Employee Performance Management System Policy

Immediately after the revision and approval process was complete, and prior to Commissioner Sharpe leaving office, the new EPMS policy was distributed throughout the agency in late July 2004. Staff received adequate time to review the policy, receipt notification was required, and notifications were filed in each person's personnel file.

Forms – PD's and EPMS's

After determining that the best method to update PD's was by function, two large areas had their PD's and EPMS's revised and ready for distribution. Since the SCDA had not made a final commitment to move toward combined forms, both poultry and petroleum inspectors had their PD's and EPMS's updated electronically on separate forms. At the same time, as new positions within the SDCA were filled, PD's and EPMS's were drafted electronically and implemented. The task of developing the forms electronically while seemingly small, was significant as some personnel lacked administrative assistance or the technical skills to complete the form using a personal computer.

While the PD's and EPMS's were not on combined forms, approximately 40% of reviews have been updated during the project. Supervisors received guidelines regarding PD's and EPMS's. The importance of having no more than 4-6 job duties as well as having success criteria that is measurable and observable was addressed. In fairness to employees, job duties with weights of 50% or more were also discouraged.

Another positive aspect from surveys was that the draft version of the PD prepared by supervisors for staff proved to be successful. The draft introduced staff to the new form format, and serve as a base for outlining duties.

While analyzing and implementing the project, Commissioner Sharpe left office on July 29, 2004. On September 14, 2004, Governor Sanford appointed Interim Commissioner Hugh Weathers. Time for the Human Resources department to implement the project became even less of a commodity with the change in administration. Implementation of the project slowed amidst acclimating the new Commissioner, and projects such as the Governor's budget hearings and open enrollment.

In addition, the Interim Commissioner began restructuring within the SCDA early in January 2005. On January 17, 2005, Commissioner Sharpe retired from office; and on January 24, 2005, Governor Sanford officially appointed Commissioner Weathers for the remainder of the term.

Under the leadership of Commissioner Weathers, it was determined the best method for reviews would be to complete as many reviews as quickly as possible. In the interest of time, the SCDA would not change the universal date, not combine forms, and no data base software would be introduced at this point. The SCDA would use the most current forms and at least generate the forms electronically. As each area is completed, the next largest "like" function will be completed. PD's effected by the restructuring will also be addressed.

The number of PD's still to be completed will take a considerable amount of time. However, existing projects will receive a lower priority while completing this project.

Once the remaining PD's are complete, the timeline for the December 1 universal review date will be as follows;

- Reviews and planning stages will be printed and ready for distribution prior to October open enrollment.
- Reviews and planning stages will be distributed to supervisors in late September.
- Supervisors will have the month of October to complete reviews.
- Supervisors can begin going over reviews and the next year's planning stage with staff from November 1 – December 1 (unless the next year's planning stage requires revision)
- All reviews and planning stages will be returned to Human Resources no later than December 1.
- Any changes to position descriptions are due no later than December 1.
- Any changes to position descriptions will be made and new planning stages should be completed immediately following the December 1 review but no later than January 1.

V. Evaluation

The ultimate goal would have been to combine the PD and EPMS forms and generate the combined form using a database. However completion of reviews became the primary issue. In keeping with the revised goal, June 1, 2005 is the target date to complete the remaining PD's and EPMS's. As PD's and EPMS's are completed, supervisors will conduct planning stages with employees. The completion of this project will provide a successful "roll out" in the fall for short term reviews and planning stages for 2006 (see time line on page 16).

Improvements that were researched can be saved and implemented as future goals once all the reviews are complete. Future goals include and are not limited to;

- Tying the EPMS to the strategic plan and increasing measurements for success
- Utilization of the OHR online EPMS training
- Inclusion of a signature sheet reminding employees of policies
- Combined PD and EPMS form
- Use of the database software
- Integration with the pending SC Enterprise Information System (SCEIS) that will affect all state agencies
- Change in universal review date
- Development of the employee handbook that includes online training provided by OHR such as new employee orientation, EPMS training, and sexual harassment training

Appendix

Appendix A - Mission Statement

Mission:

The department's mission is to promote the growth and development of the state's agriculture industry and its related businesses while regulating the safety and security of the buying public.

Appendix B -Strategic Plan

South Carolina Department of Agriculture

Strategic Plan 2003-2006

Mission: The mission of the South Carolina Department of Agriculture is to nurture the growth and development of the state's agriculture industry and its related businesses while regulating the safety and security of the buying public.

Vision: Our shared vision is for the state's economy to grow and prosper providing everyone, producers and consumers, opportunities to enjoy the fruits of agriculture.

Key Priorities:

1. Promote agriculture and agribusiness
2. Protect producers and consumers
3. Provide public awareness, promotion, and publicity of South Carolina agriculture
4. Effectively manage agency operations and work force

Priority #1: Promote agribusiness in the state providing agricultural marketing assistance

Goals

- 1.1 Encourage new and existing businesses to the state which use traditional and non-traditional agricultural products or which service and supply agriculture.
- 1.2 Search for new products and look for new value-added ways to use the state's products.
- 1.3 Provide assistance to small farmers.
- 1.4 Support the growth and development of local farmers markets.
- 1.5 Manage three regional State Farmers Markets in Columbia, Greenville, and Florence efficiently and effectively.
- 1.6 Market local farm products to consumers and assist farmers through the Certified Roadside Market Program
- 1.7 Support expansion and development of local, regional, national, and international markets for South Carolina agricultural products
- 1.8 Encourage buying and selling of the state's agriculture products both fresh and processed through the "South Carolina Quality" Produce Marketing Program

Priority #2: Maximize protection of producers and consumers

Goals

- 2.1 Enforce all applicable laws regarding proper warehouse receipting, storage and payment for agricultural commodities.
- 2.2 Ensure the accuracy of weights and other measurements.
- 2.3 Work with public and private organizations to solve problems and issues related to agri-safety and agri-security.
- 2.4 Perform food sanitation inspections at all locations under SCDA regulatory authority.

Priority #2, continued

- 2.5 Perform tests on feeds, seeds, foods, cosmetics, and petroleum products to assure acceptable quality.
- 2.6 Grant permits to salvage food operations.
- 2.7 Inspect and grade appropriate agriculture products for domestic and international markets.

Priority #3: Provide public awareness, promotion, and publicity of South Carolina products

Goals

- 3.1 Create promotional campaign that includes publicity items, exhibits, and events designed to increase public awareness of agriculture in South Carolina.
- 3.2 Encourage buying and selling of the state's agricultural commodities both fresh and processed through the "South Carolina Quality" Program.
- 3.3 Develop partnerships with stakeholders to promote agriculture in South Carolina
- 3.4 Provide consumers with information on selection, preparation, and nutrition of South Carolina agricultural products through electronic and print media.
- 3.5 Provide an agency publication that allows farmers and non-farmers to buy or sell farm-related items and that features timely information regarding agricultural issues and events.
- 3.6 Collect and disseminate market news information to all segments of the produce and livestock industries and to consumers through various print and electronic means.

Priority #4: Effective and efficient agency operations and an able, diverse, proficient work force

Goals

- 4.1 Effectively manage financial resources to ensure financial well being.
- 4.2 Create a work environment that promotes performance and employee satisfaction
- 4.3 Evaluate programs and services to ensure customer needs are met.
- 4.4 Evaluate employee performance and provide materials and technological needs to be successful.
- 4.5 Use available technology and aggressively seek new technology to improve office operations.
- 4.6 Provide progressive leadership with a clear focus that actively guides the agency.
- 4.7 Provide recognition to those employees for their effort.
- 4.8 Develop a well trained and diverse work force.
- 4.9 Encourage staff to contribute ideas to means and methods of improving the workplace and the operation of the agency.

Appendix C – SCDA EPMS Policy

SOUTH CAROLINA DEPARTMENT OF AGRICULTURE EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM (EPMS) POLICY

(Revised and Effective 8/1/04)

THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE DEPARTMENT OF AGRICULTURE. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE DEPARTMENT OF AGRICULTURE RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.

MANDATORY BASELINE EPMS SYSTEM

GENERAL INFORMATION

All performance appraisals shall be made in writing by the employee's supervisor (rater) who has direct experience or knowledge of the work being performed. The appraisal shall be reviewed by the next higher level supervisor (the reviewer), unless the rater is the Commissioner of Agriculture, prior to the appraisal being discussed with the employee. The reviewer may attach additional comments to the appraisal, and in the attachment may take exception to the rater's appraisal. In addition, the reviewer has the authority to change the appraisal completed by the rater. If the reviewer elects to change the rating, the change and associated justification should be noted on the appraisal document. Whenever an employee's job responsibilities change significantly, the appraisal document should be revised to reflect that change. The final appraisal must bear the signature of the rater, the reviewer and the employee, if possible. If any party refuses to sign the appraisal, a notation shall be made on the performance appraisal of this. If possible, a witness should sign to acknowledge that the party refused to sign the appraisal.

All performance appraisals shall become a permanent part of the employee's official personnel file. Upon request, the agency shall furnish the employee with a copy of the performance appraisal with copies of all pertinent attachments including the form completed at the time of the planning stage and the final appraisal form.

The provisions of this policy address the appraisal process of both probationary and covered employees. Although not mentioned specifically in this policy, employees exempt from coverage under the State Employee Grievance Procedure Act shall also be given annual performance appraisals.

The following terms, as defined, will be used in the explanation of the SC Department of Agriculture EPMS policy:

Established Review Date: the employee's review date as established in accordance with State Human Resources Regulations.

Universal Review Date: the date on which all classified and unclassified employee's performance reviews are due. December 1 will be the universal review date for the SC Department of Agriculture.

Short Term EPMS Review: any performance appraisal review that evaluates an employee's performance for a period of time less than twelve (12) months. (Exception: Trial period reviews and "warning notice" reviews.)

Short Term EPMS Planning Stage: any EPMS planning stage document for a period of time less than twelve (12) months. (Exception: Trial period planning stages.)

TRAINING

Training is encouraged for all employees within the agency in regard to EPMS.

LEVELS OF PERFORMANCE

There shall be four levels of performance to rate each job function and objective and to rate overall performance:

1. Substantially Exceeds Performance Requirements
Work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently above the criteria of the job function.
2. Exceeds Performance Requirements
Work that is above the criteria of the job function throughout the rating period.
3. Meets Performance Requirements
Work that meets the criteria of the job function.
4. Below Performance Requirements
Work that fails to meet the criteria of the job function.

Performance characteristics shall not be rated by the four levels of performance, but shall be given a rating of acceptable or unacceptable.

1. Acceptable
Meets requirements.
2. Unacceptable
Fails to meet requirements.

PLANNING STAGE

Each employee shall have a planning stage conducted at the beginning of each rating period. The employee's job functions (which include job duties and success criteria), objectives, and performance characteristics for the next rating period will be discussed at this time. These items, as included in the planning stage, are described below. The rater and employee should participate in drafting the planning stage document. The reviewing officer and the rater should discuss the requirements for the coming year prior to the planning stage. A rater may incorporate a team activity into the planning stage document. The team performance being evaluated could constitute a job function, an objective, or one criteria for a particular job function or objective. A rater may also link the employee's training plan to the planning stage document.

JOB FUNCTIONS

The rater and the employee shall determine the job functions (which include job duties and success criteria) by reviewing the employee's position description. If the position description is not up-to-date, or if there is no position description, one should be prepared and submitted for approval. In those instances where the rater and employee cannot agree upon the job functions, the rater's decision shall be final. The statement outlining the job functions should include descriptive information about the performance expectations (success criteria) of the rater. The descriptive statement should specify the expectations of the rater for the employee to meet performance requirements. Each job function shall be rated in the evaluation stage based on the four levels of performance. It shall be mandatory for all raters to be evaluated on the timely completion of each employee's performance appraisal.

OBJECTIVES

Objectives shall be optional for all employees. An objective should be included when the employee is assigned a special, non-recurring project or assignment that is not included on the employee's position description. The statement outlining the objective(s) should also include descriptive information about the performance expectations (success criteria) of the rater. The descriptive statement should specify the expectations of the rater for the employee to meet performance requirements. Each objective shall be rated in the evaluation stage based on the four levels of performance.

PERFORMANCE CHARACTERISTICS

The Office of Human Resources will provide agencies with a list of suggested performance characteristics and their definitions. Each performance characteristic shall be defined in the planning stage and rated as "acceptable" or "unacceptable" in the evaluation stage. The performance characteristics section shall be used as a communication tool to emphasize those performance characteristics that are important to success in performing the job functions and objectives included in the

planning document. The performance characteristics section shall not be weighted in the determination of the overall performance rating.

It shall be mandatory for all managers and supervisors to be rated on the performance characteristic of "promoting equal opportunity." (Promoting equal opportunity includes such areas as hiring, promotion, or placement; level of personal and organizational commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social/economic equal opportunity goals.)

ONGOING PERFORMANCE MANAGEMENT

A rater should continue to provide performance feedback to employees throughout the review period. An unofficial mid-year review is encouraged to facilitate this communication between raters and employees. In addition, various options are available to the rater in conducting performance management. A rater may gather feedback to prepare the appraisal document and/or conduct unofficial appraisals more frequently than required in this policy.

PROBATIONARY PERIOD

Each new employee in probationary status shall be rated prior to the completion of a twelve month probationary period for non-instructional personnel, of the academic year duration for instructional personnel except for faculty at state technical colleges, or of not more than two full academic years' duration for faculty at state technical colleges. The performance review date marks the beginning of a new review period. If that employee does not receive a performance appraisal prior to the performance review date, the employee will receive a "meets performance requirements" rating by default and obtain covered status as a State employee and permanent status in the class. The probationary period may not be extended. If an employee is not performing satisfactorily during the probationary period, the employee shall be terminated before becoming a covered employee. Until an employee has completed the probationary period and has a "meets performance requirements" or higher overall rating on the employee's evaluation, the employee has no grievance rights under the State Employee Grievance Procedure Act; therefore, an agency is not required to follow the "Substandard Performance Process" to terminate a probationary employee. After satisfactory completion of the probationary period, the employee may require a short year planning stage and a short year review in order to move the employee back to the universal review date.

ANNUAL PERFORMANCE REVIEWS

The Department of Agriculture is committed to making major improvements in productivity and service. To increase office efficiency, the Department of Agriculture will use a December 1 universal review date. The purpose of the universal review date shall be to improve the administration and effectiveness of EPMS, primarily by ensuring prompt reviews, timely reviews, timely revision of planning documents, and a long term

goal to link planning stages to the agency's mission/annual objectives. Supervisors will be held accountable for the implementation of the performance appraisals and planning process.

All employees shall be given an annual appraisal no more than 90 calendar days prior to the employee's performance review date. An employee on approved leave without pay for more than 30 consecutive workdays shall have the performance review date advanced one calendar day for each calendar day on approved leave after those first 30 workdays. A covered employee who within 30 calendar days of his performance review date receives a "Warning Notice of Substandard Performance," shall have the performance review date advanced one calendar day for each calendar day the "Warning Notice of Substandard Performance" is in effect.

The performance review date marks the beginning of a new review period. If an employee does not receive an appraisal prior to the performance review date, the employee shall receive a "meets performance requirements" rating by default. A covered employee may not be issued an overall "below performance requirements" appraisal at any time during the annual review period without following the "Substandard Performance Process."

TRIAL PERIODS

Each covered employee who has been demoted, promoted or reclassified shall be appraised prior to the completion of a six month trial period in the position. The performance review date marks the beginning of a new review period. If an employee does not receive a performance appraisal prior to the performance review date, the employee will receive a "meets performance requirements" rating by default and obtain permanent status in the new classification. Once an employee has completed a successful trial period and obtained permanent status in a class, the employee retains permanent status in the class throughout the employee's continuous service. The six month trial period may be extended up to 90 calendar days upon written notice to the employee prior to the end of the six month trial period. After satisfactory completion of the trial period, the employee may require a short year planning stage and a short year review in order to move the employee back to the universal review date.

The "Substandard Performance Process" is not required to demote or reclassify downward an employee in trial status to the same class from which promoted, if the demotion or reclassification occurs within the trial period. The "Substandard Performance Process" is also not required to demote or reclassify downward an employee in trial status to a class in an equal or higher pay band from which promoted, if the demotion or reclassification occurs within the trial period. The employee in trial status may not grieve such demotion. The employee in trial status may not be terminated or demoted to a class in a lower pay band than that from which promoted for performance reasons without following the "Substandard Performance Process."

SUBSTANDARD PERFORMANCE PROCESS FOR COVERED EMPLOYEES

A covered employee is entitled to adequate notice of substandard performance and the opportunity to improve the substandard performance before receiving a "below performance requirements" rating and being removed from the position. To ensure this occurs, the following procedures shall be followed:

- a. A rater shall issue a "Warning Notice of Substandard Performance" prior to issuing a "below performance requirements" rating to a covered employee. If during the performance period an employee is considered "below performance requirements," in any essential job function or objective which significantly impacts performance, the rater shall provide the employee with a written "Warning Notice of Substandard Performance." The warning notice shall provide for an improvement period of no less than 30 days and no more than 120 days. The warning notice may be issued at any time during the review period. Ordinarily, the warning period may not extend beyond the employee's review date. However, if the warning notice is issued less than 30 days before the employee's review date, the review date would roll forward a day for each day the warning notice is in effect. Should the review date roll and the employee receives a "meets performance requirements" or above rating on all essential job functions/objectives, which significantly impact performance, noted in the warning notice, the employee may require a short year planning stage and short year review in order to move the employee back to the universal review date.
- b. The rater and employee should participate in drafting a work improvement plan. The work improvement plan should include a list of ways to improve the deficiencies and other appropriate performance related recommendations. In those instances where the rater and employee cannot agree upon the content of the work improvement plan, the rater's decision shall be final.
- c. During the warning period, the employee and the rater shall have regularly scheduled meetings during which they shall discuss the employee's progress. Documentation is required to verify that these counseling sessions were held. Copies of this documentation shall be placed in the employee's official personnel file and given to the employee upon request.
- d. If the employee's performance is rated "meets performance requirements" or above, on all essential job functions/objectives, which significantly impact performance, noted in the warning notice by the end of the warning period, employment shall continue. If the employee is rated "below performance requirements," on any essential job function or objective which significantly impacts performance as noted in the warning notice by the end of the warning period, the employee shall be removed from the position immediately (i.e., terminated, reassigned, demoted).
- e. Once a time frame for improving substandard performance has been given, the employee must receive a written appraisal prior to the end of the warning period or the employee will receive a "meets performance requirements" rating by default.

f. If an employee has been issued two warning notices within a 365 day period and performance drops to a substandard level on any essential job function/objective, which significantly impacts performance for a third time with a 365 day period, the employee shall be removed from the position upon the third recurrence of such substandard performance by issuing the "below performance requirements" appraisal. A warning notice is not required on the third occurrence.

WARNING NOTICE OF SUBSTANDARD PERFORMANCE

The requirements of a "Warning Notice of Substandard Performance" are:

- a. The notice shall be in writing, addressed to the employee, labeled as a "Warning Notice of Substandard Performance," and signed by the employee (witnessed, if employee will not sign).
- b. The notice shall list the job function(s) and/or objective(s) included on the employee's planning document that are considered "below performance requirements," with an explanation of the deficiencies for each job function and/or objective.
- c. The notice shall include the time period for improvement and the consequences if no improvement is noted (i.e., terminated, demotion, reassignment).
- d. The notice shall include a plan for meetings to discuss employee progress during the warning period.

A copy of the notice shall be given to the employee and placed in the employee's official personnel file.

Appendix D

SC Department of Agriculture EPMS Review and Evaluation Information

<u>Agency Head</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>	<u>Evaluate</u>	<u>Review</u>
Commissioner					9	56
	K. Rike				1	
	B. Walton				3	
	L. Boyleston				1	
	C. Adams				4	4
		B. Cleare			3	
		R. Foster			1	
	B. Brooks				3	8
		J. Vines			2	5
			D. Wannamaker		5	
		P. Trefsgar			6	4
			L. Thompson		1	
			J. Vaughn		2	
			S. Garris		1	
	C. Fulmer				23	6
		A. Causey			4	
		B. Kennington			2	
	W. Mack				21	31
		L. Godwin			2	
		J. Martin			2	
		T. Coleman			3	
		J. Watson			2	
		D. Tompkins			2	7
			L. Rankin		7	3
				E. Adams	3	
		P. Davis			20	
Total For HR To Process and Review					133	124

Appendix E



Appendix F – Sample Combined Form

South Carolina Department of Parks, Recreation and Tourism Position Description - Employee Performance Management System (PD-EPMS) Form Cover Sheet

Name: _____ Social Security #: _____
Position #: _____
State Class Title: _____ Internal Title: _____
Office: _____ Location: _____
Supervisor: _____ Supervisor State Title: _____
Official Review Period From: _____ To: _____

*The job duties do not significantly differ from the previous position description/EPMS document.
The position does not need to be reviewed for reclassification* ☐

*The job duties have significantly changed from the previous position description/EPMS document
Please review for reclassification.* ☐

Planning Stage Signatures

Supervisor's Signature: _____ Date: _____

Reviewing Authority's Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

My signature acknowledges that in planning for my initial or subsequent performance review(s) my supervisor and I have discussed this PD-EPMS description and any documented changes in work duties/success criteria for the next review period, as applicable.

EVALUATION STAGE ACKNOWLEDGEMENT

Overall Performance Rating ☐ Substantially Exceeds * ☐ Exceeds Expectation ☐ Meets Expectations ☐ Below Expectations

Supervisor's Signature: _____ Date: _____

Reviewing Authority's Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

* Requires Justification

I have reviewed this document, discussed the contents with my supervisor, and acknowledge this with my signature. My signature does not necessarily indicate that I agree with my supervisor's assessment of my performance.

Reviewer Comments:

Employee Comments:

EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM (EPMS) FORM INSTRUCTIONS

Cover Sheet – In the event that there have been significant changes to the Job Duty section, the cover sheet provides the opportunity for the Position Description (PD)-EPMS Form to be reviewed for reclassification, additional duties or update.

The supervisor should check the appropriate box on the cover sheet to indicate either:

- The job duties do not significantly differ from the previous position description/EPMS document. The position does not need to be reviewed for reclassification.
- The job duties have significantly changed from the previous position description/EPMS document. Please review for reclassification.

Qualifications – Requirements that may be considered for a specific job function.

- Education, Training and Experience
- Special licenses, registration or certificates
- Skills and Abilities

Job Purpose – Indicates the job functions for a specific job within the agency.

THE PLANNING STAGE

Job Duty – The supervisor, utilizing suggestions from the employee, shall identify major job duties. The Planning Stage should include 4-6 job duties. Each job duty requires success criteria that are observable and measurable.

Objective – Objectives include job related special projects, training or program assignments. Observable and measurable success criteria are required for each objective. Weights for all objectives should not be more than 15%. The combined total weight of all Job Duties and Objectives should not exceed 100%.

Note: A supervisor may indicate less than, but not more than (8) Job Duties/Objectives.

Success Criteria – Success criteria identifies the level of performance a supervisor expects an employee to attain in order to meet the performance requirements of a job duty or objective. Success Criteria are required for each job duty and objective. Success Criteria must be measurable and/or observable, should reflect employee's skillfulness, and must be attainable.

Essential Job Function – An Essential Job Function is considered to be the most critical, important job duty/objective for which the job was created. Essential Job Functions should be listed before the Marginal Job Functions.

Marginal Job Function – A Marginal Job Function is considered to be Non-critical and could be performed by another person. A Marginal Job Function should not make up more than 5%. "Other duties as required" is an assumed Marginal Job Function and does not need to appear in the Planning Stage document.

Performance Characteristics – Performance Characteristics and their definitions should be directly related to the employee's job and may be selected by the supervisor and the employee from the list provided in the EPMS training manual. All management and supervisory employees are required to be reviewed on a "promoting equal opportunity" characteristic. All employees are required to be reviewed on a "Teamwork" characteristic. Each Performance Characteristic must be defined and rated as acceptable or unacceptable.

The supervisor should meet with the employee to discuss the employee's Job Duties and Objectives for the upcoming year. The supervisor will then complete the Planning Stage of the document and present the final document to the reviewing officer for their signature. Once the reviewing officer has signed the document, the supervisor will again meet with the employee to review the final plans for the year and obtain the employee's signature. The completed Planning Stage document will be kept on file by the reviewing officer to be used as the Evaluation Stage document at the end of the review period.

THE EVALUATION STAGE

The supervisor will complete the Evaluation Stage document based on the employee's performance for the entire year. Using the four levels of performance outlined below, Job Duties and Objectives shall be rated on how well the employee has met the success criteria as outlined in the Planning Stage. Performance characteristics will be rated "acceptable" or "unacceptable" based on the definitions which were communicated to the employee in the Planning Stage. The characteristics shall be used as a communication tool and shall not be weighed in the determination of the overall performance rating.

Once the supervisor has completed the Evaluation Stage document, it will be presented to the reviewing officer for signature. The supervisor will then schedule a meeting with the employee to discuss his/her performance and to obtain the employee's signature on the Evaluation Stage document. The evaluation must be completed prior to the review date to avoid a **meets by default** rating.

Four levels of Performance

(To rate job duties, objectives and overall performance)

Below Performance Requirements – (Value "1") Work that fails to meet the success criteria of the job. A Below Performance Rating requires a written justification from the supervisor.

Meets Performance Requirements – (Value "2") Work that meets the success criteria for the job.

Exceeds Performance Requirements – (Value "3") Work that is above the success criteria for the job throughout the rating period.

Substantially Exceeds Performance Requirements – (Value "4") Work that is characterized by exemplary accomplishments throughout the rating period; performance that is considerably and consistently above the success criteria of the Job Duty/Objective. A Substantially Exceeds Performance Rating requires a written justification from the supervisor.

(Performance Characteristics will not be rated with the four levels of performance. They should be rated as "acceptable" or "unacceptable").

Rating System – Once the Evaluation has been completed, the supervisor should type the Performance Rating Value into the Rating System Sheet. The Rating System Sheet will automatically calculate the evaluation totals. For accuracy, it is imperative that this document be completed on the computer and the Performance Rating Values have been checked for accuracy by the Rating Officer and the Supervisor. The supervisor should then identify the overall performance level value and check the appropriate box on the cover sheet under Evaluation Stage Signatures.

Training Objectives

Employee Training Objectives - Supervisor should refer to Agency Training Plan and Training Calendar for guidance in developing Annual Training Objectives. Training should be related to improve overall job performance.

Employee Category – The supervisor should select the appropriate Employee Category. The employee may qualify for more than one category according to their job classification. The category definitions are provided in the training manual.

The supervisor will discuss training goals with the employee for the following year and then complete the Training Objectives Form. A review of the Training Objectives should be discussed with the employee during the Planning Stage. Once the Planning Stage has been reviewed, the supervisor will then make a copy of the Training Objectives Form and route a copy to the Human Resource Management Office. The rating officer will keep the original Training Objectives Form on file to be used as an evaluation tool at the end of the review period.

**South Carolina Department of Parks, Recreation & Tourism
Position Description & Employee Performance Management System (EPMS) Form**

Employee Name:		Social Security #:	
State Class Title:			
Position Supervision			
Describe the guidelines and supervision an employee receives in order to do this job, including the employee's independence and discretion.			

List the classification titles and number of the three highest level subordinate position(s) reporting directly to you.

Titles	Number
1.	
2.	
3.	
Total Number of Employees Under Your Supervision:	

Qualifications

what you consider to be the qualifications required for entry into this position.

Education, Training, and Experience (cite major areas of study, type & years of experience)
Special licenses, registrations or certifications
Skills and Abilities
Additional Requirements

Job Purpose

<div></div>

Job Duties, Objectives, Success Criteria and Performance Evaluation

Indicate the importance of the job duty/objective in terms of overall criticality to job success by assigning to it a percentage. Indicate essential and marginal duties/objectives by checking the appropriate block. Essential duties/objectives are the most critical, important duties/objectives for which the job was created. Marginal duties/objectives are non-critical and could be performed by another position. The percentage of importance for job duties/objectives with success criteria should total 100%.

At the end of each review period check the rating which reflects the employee's actual performance for each job duty/objective. Include a descriptive explanation for "Substantially Exceeds" and "Below" ratings

Definitions:

Substantially

Exceeds Expectations: (Work that is characterized by exemplary accomplishment throughout the rating period; performance that is consistently above the success criteria of the job.)

Exceeds Expectations: (Work that is substantially and consistently above the success criteria of the job throughout the rating period.)

Meets Expectations: (Work that routinely meets the success criteria of the job. Majority of employees should be in this category.)

Below Expectations: (Work that routinely fails to meet the success criteria of the job.)

Job Duties/Objectives and Success Criteria (Essential and Marginal)

Each job duty should be assigned a weight reflective of job duty importance. Weights for all objectives should not exceed 15%. The weights will be listed on page 5. Although not specified in the job duties/objectives section below, employees may perform other related duties as required.

1. _____ % <input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Job Duty/Objective Success Criteria	Actual Performance/Comments <div>Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations</div>
2. _____ % <input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Job Duty/Objective Success Criteria	
_____ % <input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Job Duty/Objective Success Criteria	Actual Performance/Comments <div>Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations</div>

Actual Performance/Comments		Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
4. _____ %	Job Duty/Objective	<input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
<input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Success Criteria	
Actual Performance/Comments		Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
5. _____ %	Job Duty/Objective	<input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
<input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Success Criteria	
Actual Performance/Comments		Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
6. _____ %	Job Duty/Objective	<input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
<input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Success Criteria	
Actual Performance/Comments		Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
7. _____ %	Job Duty/Objective	<input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
<input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Success Criteria	
Actual Performance/Comments		Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
8. _____ %	Job Duty/Objective	<input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations
<input type="checkbox"/> Essential <input type="checkbox"/> Marginal	Success Criteria	
Actual Performance/Comments		Performance Rating <input type="checkbox"/> Substantially Exceeds <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Below Expectations

Performance Characteristics

1.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable
2.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable
3.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable
4.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable
5.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable
6.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable
7.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable
8.	<input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable

Supervisory Summary and Comments

Please include information regarding areas in which employee has excelled, as well as the steps that need to be taken by the employee and the supervisor to further enhance performance and career development.

RATING SYSTEM

Fill in the Rating. Score equals Weight(%) x Rating. Final Score is a total of Scores divided by 100.

Duties/Objectives	Weight(%)	Rating	Score
1.	0	X	= 0
2.	0	X	= 0
3.	0	X	= 0
4.	0	X	= 0
5.	0	X	= 0
6.	0	X	= 0
7.	0	X	= 0
8.	8	X	= 0
Totals	8		0
Final Score			0.00

Rating Values

Scores

Below Performance Requirements:	1	0 to 1.4
Meets Performance Requirements:	2	1.5 to 2.4
Exceed Performance Requirements:	3	2.5 to 3.4
Substantially Exceed Performance Requirements:	4	3.5 to 4.0

AMPLE

Duties/Objectives	Weight(%)	Rating	Score
1.	30	X 2	= 60
2.	25	X 3	= 75
3.	25	X 2	= 50
4.	10	X 2	= 20
5.	10	X 3	= 30
6.		X	=
7.		X	=
8.		X	=
Totals	100		235
Final Score			2.35

Rating Value 1, 2, or 3

Total of Scores

Total of Scores
divided by
100% for
overall Below,
Meets or
Exceeds rating

Employee Training Objectives

Official Review Period:			Employee Training Category:	
Employee Name:			Check all that apply	
Social Security #:			<input type="checkbox"/> New Employee	<input type="checkbox"/> All Employees
State Class Title:			<input type="checkbox"/> Manager/Supervisor	<input type="checkbox"/> Professional/Technical
Direct Supervisor:			<input type="checkbox"/> Admin/Clerical	<input type="checkbox"/> Skilled Craft/Service Maintenance
Office Name:			Work Location:	
Supervisors should refer to the Agency Training Plan, Training Course Listing and individual training calendars (located at x:\AgencyForms\EPMS\Training Documents) for guidance in developing training objectives. Specialized training may also be requested on this form. Training should be related to improvement of overall job performance.				
Name of Training Planned:		Requested Time Frame:		Training Source:
		<input type="checkbox"/> Jan-Mar <input type="checkbox"/> Apr-Jun		<input type="checkbox"/> HRM <input type="checkbox"/> Tech Services
		<input type="checkbox"/> Jul-Aug <input type="checkbox"/> Oct-Dec		<input type="checkbox"/> Parks <input type="checkbox"/> External
Evaluation:				
<input type="checkbox"/> Completed <input type="checkbox"/> Not Completed **		Comments: (* Justification required for any training not completed)		
Name of Training Planned:		Requested Time Frame:		Training Source:
		<input type="checkbox"/> Jan-Mar <input type="checkbox"/> Apr-Jun		<input type="checkbox"/> HRM <input type="checkbox"/> Tech Services
		<input type="checkbox"/> Jul-Aug <input type="checkbox"/> Oct-Dec		<input type="checkbox"/> Parks <input type="checkbox"/> External
Evaluation:				
<input type="checkbox"/> Completed <input type="checkbox"/> Not Completed **		Comments: (* Justification required for any training not completed)		
Name of Training Planned:		Requested Time Frame:		Training Source:
		<input type="checkbox"/> Jan-Mar <input type="checkbox"/> Apr-Jun		<input type="checkbox"/> HRM <input type="checkbox"/> Tech Services
		<input type="checkbox"/> Jul-Aug <input type="checkbox"/> Oct-Dec		<input type="checkbox"/> Parks <input type="checkbox"/> External
Evaluation:				
<input type="checkbox"/> Completed <input type="checkbox"/> Not Completed **		Comments: (* Justification required for any training not completed)		
Name of Training Planned:		Requested Time Frame:		Training Source:
		<input type="checkbox"/> Jan-Mar <input type="checkbox"/> Apr-Jun		<input type="checkbox"/> HRM <input type="checkbox"/> Tech Services
		<input type="checkbox"/> Jul-Aug <input type="checkbox"/> Oct-Dec		<input type="checkbox"/> Parks <input type="checkbox"/> External
Evaluation:				
<input type="checkbox"/> Completed <input type="checkbox"/> Not Completed **		Comments: (* Justification required for any training not completed)		
Name of Training Planned:		Requested Time Frame:		Training Source:
		<input type="checkbox"/> Jan-Mar <input type="checkbox"/> Apr-Jun		<input type="checkbox"/> HRM <input type="checkbox"/> Tech Services
		<input type="checkbox"/> Jul-Aug <input type="checkbox"/> Oct-Dec		<input type="checkbox"/> Parks <input type="checkbox"/> External
Evaluation:				
<input type="checkbox"/> Completed <input type="checkbox"/> Not Completed **		Comments: (* Justification required for any training not completed)		

Complete this page only if this is a mid year change in duties or classification.

South Carolina Department of Parks, Recreation & Tourism
Position Description & Employee Performance Management System (EPMS) Form
Cover Sheet

Employee Name: _____ Social Security Number: _____
Position #: _____
State Class Title: _____ Internal Title: _____
Office: _____ Work Location: _____
Supervisor's Name: _____ Supervisor's State Class Title: _____
Official Review To: _____
Period: From: _____

The job duties do not significantly differ from the previous position description/EPMS document. The position does not need to be reviewed for reclassification. ☐

The job duties have significantly changed from the previous position description/EPMS document. Please review for reclassification. ☐

Planning Stage Signatures

Supervisor's Signature: _____ Date: _____

Reviewing Authority's Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

My signature acknowledges that in planning for my initial or subsequent performance review(s) my supervisor and I have discussed this position description and any documented changes in work duties/success criteria for the next review period, as applicable.

Evaluation Stage Signatures

Overall Performance Rating ☐ Substantially Exceeds * ☐ Exceeds Expectations ☐ Meets Expectations ☐ Below Expectations *

Supervisor's Signature: _____ Date: _____

Reviewing Authority's Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

* Requires Justification

I have reviewed this document, discussed the contents with my supervisor, and acknowledge this with my signature. My signature does not necessarily indicate that I agree with my supervisor's assessment of my performance.

Reviewer Comments:

Employee Comments:

STATE OF SOUTH CAROLINA POSITION DESCRIPTION

GENERAL INFORMATION

<input type="text"/>	<input type="text"/>	<input type="text"/>
Position Number	Agency Code	Agency Name
<input type="text"/>	<input type="text"/>	<input type="text"/>
Section	Is Position in Central Office ?	City / County
<input type="text"/>	<input type="text"/>	<input type="text"/>
Current State Title	Alphanumeric Code	Slot
<input type="text"/>	<input type="text"/>	<input type="text"/>
Full / Part Time Indicator	Hours Per Week	Base Hours

<input type="text"/>	<input type="text"/>
Supervisor State Title	Slot

SOURCE OF FUNDING

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
State %	Federal %	Other %	FLSA Designation

POSITION INFORMATION

<input type="text"/>	<input type="text"/>
Position Status	Temporary (Y/N)

STATE HUMAN AFFAIRS COMMISSION (SHAC) INFORMATION

<input type="text"/>	<input type="text"/>
SHAC Department	SHAC Cost Center
<input type="text"/>	<input type="text"/>
SHAC Job Group	SHAC Work Unit
<input type="text"/>	<input type="text"/>
	SHAC Census Code

☐ OHR COPY

☐ AGENCY COPY

OFFICE OF HUMAN RESOURCES

<input type="text"/>	<input type="text"/>	<input type="text"/>
Agency Code	Alphanumeric Code	Slot
<input type="text"/>	<input type="text"/>	<input type="text"/>
Authorized Date		
<input type="checkbox"/> Delegated	<input type="checkbox"/> New Position	<input type="checkbox"/> Prototype
<input type="checkbox"/> State Title Changes	<input type="checkbox"/> Update	

Approved State Title

Approval Signature

Date Approved

OHR reviews the job duties of the PD/EPMS document for classification purposes only.

REQUESTED ACTION INFORMATION

<input type="text"/>
Requested Action
<input type="text"/>
Requested State Title
<input type="text"/>
Code
<input type="text"/>
Commerce HR Signature
<input type="text"/>
Date

MISCELLANEOUS DATA

<input type="text"/>
Employee Number
<input type="text"/>
Position Dept. Number